Inform USA is collecting data for the 2025 Salary Survey. The resulting report will provide information about the compensation and benefits for key positions in Information and Referral (I&R) programs across the US.

We strongly recommend that this survey be completed by someone at the executive director level or with access to current payroll and benefits information. Please submit only one response per organization.

All the information you provide will be kept strictly confidential and will be reported only in aggregate.

Agencies that submit a completed survey will receive a FREE copy of the Salary Survey when published (a $74.99 value with member pricing).

The survey will take approximately 30 minutes to complete. This small investment in time provides critical data to move the sector forward by advocating for the funding and resources necessary for I&R programs.

Respondent & Organization Information

* 1. About You

Title/Position	
First name	
Last name	
Email Address	

* 2. Your Organization

Organization Name	
I&R Program Name	

* 3. What state is your organization located in?

* 4. Which of the following best describes your organization's **primary focus** or your main Information & Referral (I&R) service?
If your organization offers multiple services, please select the one that either serves the most people or receives the most funding. If none of the options fit well, please choose "Other" and specify.

○ 211

○ 311

○ 988

○ Area Agency on Aging (AAA)

○ Aging and Disability Resource Center (ADRC)

○ Blended Crisis/211

○ Blended Crisis/Information & Referral (non 211)

○ Community Information Exchange (CIE)

○ Comprehensive Information and Referral (non 211)

○ Government Department or Entity

○ Library or Information Service

○ Specialized Information and Referral - Aging

○ Specialized Information and Referral - Disabilities

○ Specialized Information and Referral - Health

○ Specialized Information and Referral - Military

○ Specialized Information and Referral - Children/youth

○ Specialized Information and Referral - Other

○ United Way

○ Other (please specify)

* 5. Please **select all** of the I&R types that you offer.

☐ 211

☐ 311

☐ 988

☐ Area Agency on Aging (AAA)

☐ Aging and Disability Resource Center (ADRC)

☐ Blended Crisis/Comprehensive Information & Referral (non-211)

☐ Blended Crisis/211

☐ Comprehensive Information & Referral (non-211)

☐ Community Information Exchange (CIE)

☐ Specialized Information & Referral - Aging

☐ Specialized Information & Referral - Disabilites

☐ Specialized Information & Referral - Health

☐ Specialized Information & Referral - Military

☐ Specialized Information & Referral - Children/Youth

☐ Specialized Information & Referral - Other

☐ Other (please specify)

[   ]

* 6. How would you describe your service area?

○ National

○ Statewide

○ More than one state

○ Regions or counties within a state or across states

○ A single county/Township

○ Other (please specify)

[   ]

* 7. What is the total number of **full-time equivalent** employees in your **entire organization?** (For example, if the I&R program is part of a local United Way; how many employees work for the United Way)

[   ]

* 8. What is the total number of **full-time equivalent I&R employees** in your organization? (Please count all paid employees that support **the I&R service and are included within the organization's I&R budget.** In some cases, this will be the same number as in Question 7).

[   ]

Budget and Funding

* 9. What is your primary funding source for I&R?

[   ]

[   ]

10. Approximate Percentage Breakdown of Total Funding: (Please provide percentage for each source listed. Total should add up to 100%. **If exact percentages aren't known, estimates are appreciated.**)

Federal	
State	
County/City	
Sponsorships or partnerships	
Earned revenue	
Endowments/ Investments	
Parent organization	
Private foundation	
A United Way	
Other	

* 11. Enter your entire I&R operating budget for the current fiscal year. *(Must be a whole number, do not use $. If you are unsure or don't know, enter 0.)*

* 12. Enter your I&R budget for base salaries/bonuses/commission/deferred compensation for the current fiscal year: *(Must be a whole number, do not use $. If you are unsure or don't know, enter 0.)*

* 13. For 2025, which of the following best describes your I&R budget situation?

○ Increase over 2024

○ About the same as 2024

○ Decrease from 2024

Decrease for 2025

* 14. Approximately how much will the decrease in budget be?

○ Under 5%

○ Between 6% and 10%

○ Between 11% and 15%

○ Between 16% and 25%

○ Between 26% and 49%

○ Over 50%

○ Unsure

15. Is there a particular reason for your budget decrease? *Ex: Due to the American Rescue Plan Act (ARPA) sunset.*

[text box]

Increase for 2025

* 16. Approximately how much will the increase in budget be?

○ Under 5%

○ Between 6% and 10%

○ Between 11% and 15%

○ Between 16% and 25%

○ Between 26% and 49%

○ Over 50%

○ Unsure

17. Is there a particular reason for the increase? *Ex: New source of funding*

[text box]

Staffing

* 18. For 2025, have you already or do you plan to LAY-OFF or ADD I&R staff?

○ We will have LESS staff than last year

○ We will have MORE staff than last year

○ We will have the same staffing as last year

Less Staff

19. Approximately how many full-time positions will be eliminated?

○ A full time position was or will be reduced to part time

○ 1

○ 2-3

○ 4-5

○ 6-10

○ 11+

More Staff

20. Approximately how many full-time positions will be added?

○ A part-time position was or will be added

○ 1

○ 2-3

○ 4-5

○ 6-10

○ 11+

2026 Budget

* 21. Looking ahead to 2026, how are you feeling with regard to the funding of your I&R program?

○ Extremely confident

○ Very confident

○ Somewhat confident

○ Not so confident

○ Not at all confident

* 22. What percentage of your funding is committed for 2026? (*these funds have already be awarded and are reliably secured*)

[   ]

I&R Manager / Director
For our purposes, the I&R Manager/Director is the staff person with direct overall responsibility for the I&R services and staff. (In some cases, this might be the agency Executive Director; in others, the I&R Manager).

* 23. Does your organization have a position for an I&R Manager or Director?

○ Yes

○ No

I&R Manager / Director (2)

Instructions:
• FULL-TIME EQUALS 30+ HOURS PER WEEK.
• If two or more people occupy the same position, provide the information for the highest paid person.
• If staff act in a number of capacities, report on the position in which they spend the majority of their time (more than 50%).

* 24. What is the I&R Manager's title within your organization?

[   ]

* 25. Please indicate the type of employment for the I&R Manager:

○ Full-time, Salary

○ Full-time, Contract

○ Full-time, Hourly

○ Part-time, Salary

○ Part-time, Hourly

○ Part-time, Contract

○ Other (please specify)

[   ]

26. If this position is paid hourly, what is the hourly rate?

[   ]

27. If this position is salaried or contract, what is the BASE compensation as of March 1 this year? (excluding any benefits). If this position offers a salary range, please enter the highest salary this position can be paid.

[_____]

28. If this position offers a salary range, please enter it here:

Lowest   [_____]

Highest   [_____]

* 29. Number of staff in this role?

[_____]

I&R Call Center Manager or Supervisor
For our purposes, the Call Center Manager or Supervisor is the staff person with overall responsibility for the staff that take calls or otherwise interact directly with people.

* 30. Does your organization have a position for an I&R Call Center Manager or Supervisor?

○ Yes

○ No

I&R Call Center Manager or Supervisor (2)
Instructions:
• FULL-TIME EQUALS 30+ HOURS PER WEEK.
• If two or more people occupy the same position, provide the information for the highest paid person.
• If staff act in a number of capacities, report on the position in which they spend the majority of their time (more than 50%).

* 31. What is the Call Center Manager's title within your organization?

[_____]

* 32. Please indicate the type of employment for the Call Center Manager:

○ Full-time, Salary

○ Full-time, Contract

○ Full-time, Hourly

○ Part-time, Salary

○ Part-time, Hourly

○ Part-time, Contract

○ Other (please specify)

[   ]

33. If this position is paid hourly, what is the hourly rate?

[   ]

34. If this position is salaried or contract, what is the BASE compensation as of March 1 this year? (excluding any benefits). If this position offers a salary range, please enter the highest salary this position can be paid.

[   ]

35. If this position offers a salary range, please enter it here:

Lowest   [   ]

Highest   [   ]

* 36. Number of staff in this role?

[   ]

I&R Resource Manager
For our purposes, the Resource Manager is the staff person with overall responsibility for database curation functions and staff.

* 37. Does your organization have a position for an I&R Resource Manager?

○ Yes

○ No

I&R Resource Manager (2)

Instructions:
• FULL-TIME EQUALS 30+ HOURS PER WEEK.
• If two or more people occupy the same position, provide the information for the highest paid person.
• If staff act in a number of capacities, report on the position in which they spend the majority of their time (more than 50%).

* 38. What is the Resource Manager's title within your organization?

[   ]

* 39. Please indicate the type of employment for the Resource Manager:

○ Full-time, Salary

○ Full-time, Contract

○ Full-time, Hourly

○ Part-time, Salary

○ Part-time, Contract

○ Part-ime, Hourly

○ Other (please specify)

[   ]

40. If this position is paid hourly, what is the hourly rate?

[   ]

41. If this position is salaried or contract, what is the BASE compensation as of March 1 this year? (excluding any benefits). If this position offers a salary range, please enter the highest salary this position can be paid.

[   ]

42. If this position offers a salary range, please enter it here:

Lowest   [   ]

Highest   [   ]

* 43. Number of staff in this role?

[   ]

Community Resource Specialist
For our purposes, the Community Resource Specialist is the person directly interacting with clients.

* 44. Does your organization have a position for Community Resource Specialist?

○ Yes

○ No

Community Resource Specialist (2)
Instructions:
• FULL-TIME EQUALS 30+ HOURS PER WEEK.
• If two or more people occupy the same position, provide the information for the highest paid person.
• If staff act in a number of capacities, report on the position in which they spend the majority of their time (more than 50%).

* 45. What is the Community Resource Specialist's title within your organization?

[   ]

* 46. Please indicate the type of employment for the Community Resource Specialist:

○ Ful-time, Salary

○ Full-time, Contract

○ Full-time, Hourly

○ Part-time, Salary

○ Part-time, Contract

○ Part-time, Hourly

○ Other (please specify)

[   ]

47. If this position is paid hourly, what is the hourly rate?

[   ]

48. If this position is salaried or contract, what is the BASE compensation as of March 1 this year? (excluding any benefits). If this position offers a salary range, please enter the highest salary this position can be paid.

[   ]

49. If this position offers a salary range, please enter it here:

Lowest   [   ]

HIghtest   [   ]

* 50. Number of staff in this role?

[   ]

Database Curator
For our purposes, the Database Curator is the person who manages the community resource information in a database.

* 51. Does your organization have a position for a Database Curator?

○ Yes

○ No

Database Curator (2)

Instructions:
• FULL-TIME EQUALS 30+ HOURS PER WEEK.
• If two or more people occupy the same position, provide the information for the highest paid person.
• If staff act in a number of capacities, report on the position in which they spend the majority of their time (more than 50%).

* 52. What is the Database Curator's title within your organization?

[   ]

* 53. Please indicate the type of employment for the Database Curator:

○ Full-time, Salary

○ Full-time, Contract

○ Full-time, Hourly

○ Part-time, Salary

○ Part-time, Contract

○ Part-time, Hourly

○ Other (please specify)

[   ]

54. If this position is paid hourly, what is the hourly rate?

[   ]

55. If this position is salaried or contract, what is the BASE compensation as of March 1 this year? (excluding any benefits). If this position offers a salary range, please enter the highest salary this position can be paid.

[   ]

56. If this position offers a salary range, please enter it here:

Lowest   [   ]

Highest   [   ]

* 57. Number of staff in this role?

[   ]

* 58. Enter the approximate number of each record type in your database, if applicable. *If you do not maintain a database, enter 0.*

Number of active **agency** records   [   ]

Number of active **site** records   [   ]

Number of active **service/progra m** records   [   ]

Number of active **service at site** records   [   ]

Outreach / Communications

For our purposes, an Outreach / Communications position focuses on promoting the service, building relationships with community partners, and increasing awareness and usage of the service among the public and service providers.

* 59. Does your organization have a position for Outreach / Communications **within in the I&R budget?**

○ Yes

○ No

Outreach / Communications (2)

Instructions:
• FULL-TIME EQUALS 30+ HOURS PER WEEK.
• If two or more people occupy the same position, provide the information for the highest paid person.
• If staff act in a number of capacities, report on the position in which they spend the majority of their time (more than 50%).

* 60. What is the Outreach/Communications title within your organization?

[   ]

* 61. Please indicate the type of employment for this position:

○ Ful-time, Salary

○ Full-time, Contract

○ Full-time, Hourly

○ Part-time, Salary

○ Part-time, Contract

○ Part-time, Hourly

○ Other (please specify)

[   ]

62. If this position is paid hourly, what is the hourly rate?

[   ]

63. If this position is salaried or contract, what is the BASE compensation as of March 1 this year? (excluding any benefits). If this position offers a salary range, please enter the highest salary this position can be paid.

[   ]

64. If this position offers a salary range, please enter it here:

Lowest   [   ]

Highest   [   ]

* 65. Number of staff in this role?

[   ]

IT / Technical / Analyst

For our purposes, IT or Technical staff may focus on managing the hardware, software, servers, and phone systems. Also included are staff that analyze contact and resource data and build reports/dashboards as their primary role.

* 66. Does your organization have a position for IT / Technical / Analyst **within the I&R budget?**

○ Yes

○ No

IT / Technical / Analyst (2)

Instructions:
• FULL-TIME EQUALS 30+ HOURS PER WEEK.
• If two or more people occupy the same position, provide the information for the highest paid person.
• If staff act in a number of capacities, report on the position in which they spend the majority of their time (more than 50%).

* 67. What is the IT / Technical staff title within your organization?

[   ]

* 68. Please indicate the type of employment for this position:

○ Ful-time, Salary

○ Full-time, Contract

○ Full-time, Hourly

○ Part-time, Salary

○ Part-time, Contract

○ Part-time, Hourly

○ Other (please specify)

[   ]

69. If this position is paid hourly, what is the hourly rate?

[   ]

70. If this position is salaried or contract, what is the BASE compensation as of March 1 this year? (excluding any benefits). If this position offers a salary range, please enter the highest salary this position can be paid.

[   ]

71. If this position offers a salary range, please enter it here:

Lowest   [   ]

Highest   [   ]

* 72. Number of staff in this role?

[   ]

Inform USA Certification

* 73. What **percentage** of [eligible](#) staff on your team hold an Inform USA Certification? *(Must be a whole number, do not enter %)*

[   ]

* 74. Does your organization require employees to get Inform USA Certified once they are eligible?

○ Yes

○ No

○ Other (please specify)

[   ]

* 75. Does your organization offer a pay increase or other incentives for employees that become Inform USA Certified?

○ Yes, an increase in salary

○ Yes, a one time bonus

○ No, it is a requirement of employment

○ No

○ Other (please specify)

[   ]

* 76. Does your organization offer a higher starting salary for new hires who are already Inform USA Certified?

○ Yes - It is considered as experience that would lead to a higher starting salary

○ Yes - It is considered to be beyond just experience

○ It could be part of negotiaions

○ No

○ Other (please specify)

[   ]

Salary Increases

* 77. In the current fiscal year, has your organization already granted or planned to grant any of the following types of salary increases for employees? (Check all that apply)

☐ Merit increases (an increase in pay as a result of excellent work)

☐ Promotional increases (an increase in pay as a result of a higher position)

☐ Increase to align with minimum salary grades

☐ Incentive plan based increases

☐ Length of service increases

☐ Cost of living increases

☐ None of the above

* 78. What is the **primary** determinant of salary increases for employees?

○ Job performance

○ Step increases / Length of service

○ Budgeted percentage

○ Organization's fiscal standing

○ Market adjustments

○ Inflation

○ Grant funding / Fundraising

○ Other (please specify)

[   ]

* 79. Is your organization considering implementing a salary freeze in the next 12 months due to anticipated funding or budget constraints?

○ Yes, for all employees

○ Yes, for specific departments or roles

○ No, but it has been discussed

○ No, and it is not under consideration

○ Not sure

* 80. Compared to last year, how has your organization's budget for salary increases changed?

○ Budget increased

○ Budget decreased

○ Stayed about the same

Benefits

* 81. Does your organization offer any of the following benefits to **full-time employees?** (check all that apply)

☐ **Health Insurance:** Coverage for medical expenses, including doctor visits, hospital stays, and prescription drugs.

☐ **Dental Insurance:** Covers dental care costs, such as cleanings, fillings, and extractions.

☐ **Vision Insurance:** Covers vision care, including eye exams, glasses, and contact lenses.

☐ **Life Insurance:** Provides a payout to beneficiaries upon the employee's death.

☐ **Retirement Plans (401(k), etc.):** Allow employees to save for retirement with potential employer matching contributions.

☐ **Paid Time Off (PTO)**: Includes vacation days, sick leave, and sometimes personal days.

☐ **Disability Insurance:** Provides income replacement if an employee becomes disabled and unable to work.

☐ **Flexible Spending Accounts (FSAs) or Health Savings Accounts (HSAs):** Allow employees to save pre-tax money for healthcare expenses.

☐ **Wellness Programs:** May include gym memberships, coaching, or other initiatives to promote employee well-being.

☐ **Employee Assistance Programs (EAPs):** Provide confidential counseling and support services for employees dealing with personal or work-related issues.

☐ We do not offer benefits to full time employees

☐ Other (please specify)

[   ]

82. If your organization has a benefits package, what is its approximate value in relation to gross salary?

○ Up to 5%

○ Between 6% and 10%

○ Between 11% and 15%

○ Between 16% and 20%

○ Between 21% and 29%

○ Over 30%

○ Unsure

* 83. If you provide professional development assistance, how do you budget for those expenses?

○ We have a set dollar amount available per employee

○ We have an overall budget amount for all employees

○ We do not budget, but approve expenses as needed

○ We do not provide professional development assistance

○ Other (please specify)

[   ]

84. If professional development expenses are budgeted, what is the amount budgeted: *(Enter a whole number, do not use $)*

Overall for the
organization: [   ]

Per employee [   ]

Office Location and Remote Work/Hiring

* 85. What is your organization's work location strategy/policy?

○ Flexible/Hybrid

○ Fully Remote

○ A blend of remote, hybrid, and in office

○ No remote work allowed

○ Flexibility is position dependant or case by case

○ Other (please specify)

[   ]

Flexible/Hybrid Work

* 86. How many days per week do you require staff to be in office?

○ 1 day

○ 2 days

○ 3 days

○ 4 days

○ Varies by position or there is no formal requirement

○ Require days per month, not per week

○ Other (please specify)

[   ]

* 87. Does your organization: (Check all that apply.)

☐ Have a set day(s) of the week or month that all staff must come into the office

☐ Allow departments to set their own "in-office" schedule

☐ Allow employees to select which day(s) they come into the office

☐ Require in-person attendance at all-staff meetings

☐ Have different policies based on job function

☐ Have different policies based on job level

☐ Have downsized your office space or will downsize your office space in the
future

☐ Limit the states in which employees can be hired because of state-specific
hiring
requirements/regulations

☐ Provide fully remote workers with a stipend or paid travel to attend meetings
at a
physical office location

☐ None of the above

Fully Remote

* 88. For full-time remote staff, does your organization: (Check all that
apply)

☐ Compensate employees based on the cost of living in the organization office
location(s) or mailing address?

☐ Adjust compensation based on the cost of living in the state or region where
employee is
domiciled?

☐ Other (please specify)

[   ]

Thank you!

89. Are there other questions you would like to see asked in future versions of this survey?

90. Any final comments you would like to add?

91. Agencies that submit *a completed* survey will receive a FREE copy of the Salary Survey when it is published. **Please indicate the email address you would like the final report to be sent to.** If you do not provide an address, it will be sent to the address listed as our primary contact for membership.